Faculty of Commerce and Economics
School of Marketing

TAHM 5013
DESTINATION MARKETING AND MANAGEMENT

COURSE OUTLINE
SESSION 2, 2005
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1. COURSE STAFF

Lecturer: Amanda Glassop with guest lectures by Deborah Edwards
Tel: 0403003836   Email: a.glassop@unsw.edu.au
Consultation: Wednesday by appointment.

1.1 Communication with Staff
Subject information, class announcements and lecture notes will be posted on Web-CT. Please regularly check this site. If you wish to contact Amanda outside consultation or class time, in the first instance send an email. If you need to contact her urgently please phone the number provided.

2. INFORMATION ABOUT THE COURSE

2.1 Teaching times and Locations
There is one timetabled class per week.
Time: Wednesdays 1800 – 2100
Room: MB G5

2.2 Units of Credit
This course has 6 units of credit.

2.3 Parallel teaching in the course
There is no parallel teaching in this course.

2.4 Relationship of this course to other course offerings
This subject extends your knowledge of tourism planning and policy and the principles of marketing. Drawing these two important areas together enables you to gain the skills and abilities to sustainable market and manage destinations that are socially, physically, economically and politically diverse.

2.5 Approach to learning and teaching
The teaching approach for this subject is to introduce the principles of destination marketing to you, in a relaxed and enjoyable environment where participation will enhance your learning experience. There will be plenty of opportunity to discuss relevant and topical issues affecting destination marketers and managers, and you will be encouraged to be an active member of the class. Where possible examples from industry will be used to help contextualise the learning material, and in deference to the global nature of tourism a range of international perspectives will be covered.

3. COURSE AIMS AND OUTCOMES

3.1 Course Aims
For the most part tourism activities take place at destinations and the subsequent success of tourism businesses is reliant on the competitiveness of the host destination. This course examines the specialised nature of destination marketing and management to enhance students’ understanding of the opportunities, challenges and constraints facing destination marketing organisations in an increasingly competitive tourism market place.
3.2 Student Learning Outcomes
By the end of this course, you should be able to

1. Analyse the structure, roles, and goals of destination marketing organisations existing at various scales of operation.

2. Evaluate the factors influencing destination competitiveness and their importance in the marketing and management of a destination.

3. Undertake a destination attraction and resource analysis.

4. Develop destination marketing strategies to achieve destination objectives

5. Appraise and evaluate destination marketing implementation strategies

6. Examine the opportunities, challenges and constraints that face destination marketing organisations in formulating marketing strategies and plans

3.3 Teaching Strategies
This course is delivered by modified lecture tutorial. There will be a 110 minute interactive lecture followed by a 60 minute session of student centred activity such as case study analysis, article discussion or group discussion and presentation.

There will be videos and guest speakers when appropriate. It is expected that students will be proactive in class and participate in the discussion and analysis of the lecture topics. A reading list has been provided and students are required to read the appropriate journal articles prior to class to enhance the quality of discussion and understanding.

The lecture will provide the basis for continuing learning outside the classroom. Topics discussed in the lecture can be examined in more detail through self study or in informal study groups. The lecture material is comprised of the key elements of the learning outcomes and will assist in the completion of the assessment items.

4. STUDENT RESPONSIBILITIES AND CONDUCT

4.1 Workload
It is expected that you will spend at least ten hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Don’t leave everything to the final weeks, plan your workload effectively.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.
4.2 Attendance
Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than eighty per cent of scheduled classes they may be refused final assessment.

4.3 General Conduct and Behaviour
You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: www.my.unsw.edu.au

4.4 Keeping informed
You should take note of all announcements made in lectures, tutorials or on the course web site. You will need to regularly check the course web site for extra readings and information relating to this course.

From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information.

5. LEARNING ASSESSMENT

5.1 Formal Requirements
In order to pass this course, you must:
- achieve a composite mark of at least 50; and
- make a satisfactory attempt at all assessment tasks (see below).

5.2 Assessment Details
Assessment: Assessment items will be discussed during the lecture and a more detailed assessment instruction sheet will be provided. This instruction sheet will also be posted to webct.

5.2.1 Destination Marketing Plan (30%) Week 12 October 19
The aim of this assessment is to apply the learning outcomes - 2, 3, 4, 5 and 6 - for this course.

Develop a three-year strategic marketing plan for a tourism destination of your choice presented as a 5,000 word report. Students will select a tourism destination and develop a strategic marketing plan, including a SWOT analysis, TOWS marketing objectives, a competitor analysis, a marketing strategy and tactics, a budget, timetable, risk analysis, and evaluation and control. The report should draw on theoretical marketing and innovation models to underpin practice.

This assessment item may be completed individually or as part of a group of no more than 3 students. Students electing to work as part of a group will be required to complete a confidential peer assessment which may alter the percentage of the final mark students receive. You are expected to reference all sources.
This assessment must be handed in to the lecturer in the first 15 minutes of the class of the designated week.

5.2.2 Destination Marketing Plan Interim Summary (10%) Week 7 September 7
The aim of this assessment is to foster time management skills and to provide informative feedback on your marketing plan.

You are to provide a ‘three - four’ page summary that provides an overview of your marketing plan. Your summary should include your findings to date on:
- SWOT analysis
- TOWS marketing objectives,
- Competitor analysis,
- Marketing strategy and tactics,
- Budget, timetable,
- Risk analysis,
- Evaluation and control.

Your summary must be brief and can be in bullet format.

This assessment must be handed in to the lecturer in the first 15 minutes of the class of the designated week.

5.2.3 Individual assessment (25%) Week 9 September 21
The aim of this assessment is to theoretically relate the learning outcomes – 1 and 2 - for this course to a current destination marketing issue.

Choose a destination in the world that you perceive has a negative image for one or more of its visitor markets and answer the following questions.
- Why is the destination’s image negative for that market?
- What factors have created this image?
- What role could the destination Marketing Organization (DMO) and individual tourism firms play in overcoming this negative image?

Write a maximum 2000 word essay to cover the aforementioned points. You are encouraged to be succinct in your analysis. The emphasis of the essay should be on the factors contributing to the unfavourable destination image with the role the DMO should take to counteract or alter the negative market perception. You are not expected to devise a full marketing plan however you may include broad strategies as part of the DMO role. You are expected to source a minimum of 8 journal articles.

This assessment must be handed in to the lecturer in the first 15 minutes of the class of the designated week.
5.2.4 Criteria by which marks will be assigned
Written assignments will be graded on the following criteria:

1. Have all parts of the question been properly addressed?
2. Does the paper have a logical structure in which the content and argument have been properly developed?
3. Can the reader understand the point you are trying to make?
4. Have all sources been acknowledged for both direct quotes and ‘ideas’?
5. Does the paper have proper sentence construction, grammar, spelling and referencing?
6. Is there evidence that the student has read widely on the topic?
7. Is in-depth analysis evident? Or has the student merely restated the source material?

For your essay, you should ensure that your paper contains at least the following:

i. An Introduction outlining your argument and key issues
ii. A section where you present a full analysis of the problems and issues
iii. A conclusion that summarises your argument and discusses relevant implications

APA referencing style is required for this course.

Final Exam (35%)
The time available for the final examination for this unit will be three (3) hours and it will be a closed book examination during the examination period. The examination will consist of questions covering all topics from the course.

5.3 Assignment Submission Procedure
Assessment items must be handed in to the lecturer in the first 15 minutes of the lecture of the designated week.

5.4 Late Submission
A student who submits a late assessment will be penalised by 10% per day up to 10 days, i.e. marks equal to 10% of the assignment's worth will be deducted as a 'flat rate' from the mark awarded. For example, for an assignment with a possible highest mark of 50, the student's awarded mark will have 5 marks deducted per late day. Saturday and Sunday each count as one day. Assessment will not be accepted after the marked assessment task has been returned to students who submitted the task on time except where compulsory items of assessment in a unit must be submitted.
5.5 Special Consideration and Supplementary examinations
UNSW policy and process for Special Consideration applies (see https://my.unsw.edu.au/student/atoz/SpecialConsideration.html). Specifically:

- Applications for special consideration (including supplementary examinations) must go through UNSW Central administration (within 3 working days of the assessment to which it refers) – applications will not be accepted by teaching staff;
- Applying for special consideration does not automatically mean that you will be granted additional assessment or that you will be awarded an amended result;
- If you are making an application for special consideration (through UNSW Central Administration) please notify your Lecturer in Charge;
- Please note: a register of applications for Special Consideration is maintained. History of previous applications for Special Consideration is taken into account when considering each case.

6. ACADEMIC HONESTY AND PLAGIARISM
The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies, penalties and information to help you avoid plagiarism see: http://www.lc.unsw.edu.au/plagiarism/index.html

Plagiarism is the presentation of the thoughts or work of another as one’s own.* Examples include:
- direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person’s assignment without appropriate acknowledgement;
- paraphrasing another person’s work with very minor changes keeping the meaning, form and/or progression of ideas of the original;
- piecing together sections of the work of others into a new whole;
- presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,
- claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.

The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does not amount to plagiarism.

Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at:

www.lc.unsw.edu.au/plagiarism
The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:

- correct referencing practices;
- paraphrasing, summarising, essay writing, and time management;
- appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle
† Adapted with kind permission from the University of Melbourne.

7. STUDENT RESOURCES

7.1 Course Resources
There are no prescribed texts for this subject, rather it is expected that you will read widely from academic journals and other sources particularly those articles posted to Web-CT.

To aid in your understanding of the subject the following texts and journals may prove useful:

**Texts**


**Journals**

- Annals of Tourism Research  S338.479105/3
- Tourism Management  SQ338.4791005/1
- Journal of Travel Research  SQ338.479105/5
- International J. of Hospitality Management  SQ647.9405/3
7.2 Other Resources, Support and Information

The University and the Faculty provide a wide range of support services for students, including:

- **Learning and study support**
  - FCE Education Development Unit ([http://education.fce.unsw.edu.au](http://education.fce.unsw.edu.au))
  - UNSW Learning Centre ([http://www.lc.unsw.edu.au](http://www.lc.unsw.edu.au))
  - EdTec – WebCT information ([http://www.edtec.unsw.edu.au](http://www.edtec.unsw.edu.au))

- **Counselling support** - [http://www.counselling.unsw.edu.au](http://www.counselling.unsw.edu.au)

- **Library training and support services** - [http://info.library.unsw.edu.au](http://info.library.unsw.edu.au)

- **Disability Support Services** – Those students who have a disability that requires some adjustment in their teaching or learning environment are encouraged to discuss their study needs with the Course Coordinator or the Equity Officer ([http://www.equity.unsw.edu.au/disabil.html](http://www.equity.unsw.edu.au/disabil.html)). Early notification is essential to enable any necessary adjustments to be made.

In addition, it is important that all students are familiar with University policies and procedures in relation to such issues as:

- **Examination procedures** and advice concerning illness or misadventure ([https://my.unsw.edu.au/student/academiclife/assessment/examinations/examinationrules.html](https://my.unsw.edu.au/student/academiclife/assessment/examinations/examinationrules.html))


8. CONTINUAL COURSE IMPROVEMENT

‘Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW’s Course and Teaching Evaluation and Improvement (CATEI) Process ([http://www.ltu.unsw.edu.au/ref4-5-1_catei_process.cfm](http://www.ltu.unsw.edu.au/ref4-5-1_catei_process.cfm)) is one of the ways in which student evaluative feedback is gathered. Significant changes to courses and programs within the School are communicated to subsequent cohorts of students’.
### 9. Course Schedule

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<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Seminar Topic</th>
<th>Readings</th>
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| 1    | 27 Jul | Approaches to tourism destination marketing  
- Destination defined  
- The fit between destination marketing and destination planning  
- Butlers Destination Lifecycle | Amanda |
| 2    | 3 Aug | Examining the structure, roles and goals of destination marketing organisations and the private sector:  
- At various levels of operation  
- During inertia  
- During momentum | Amanda |
| 3    | 10 Aug | A practical framework for strategic destination marketing  
- Destination’s strategic vision  
- Analysing and interpreting the internal and external market and competitive environments  
- Analysing destination factors leading to visitor perception  
- Use of Marketing research | Amanda |
| 4    | 17 Aug | A practical framework for strategic destination marketing (cont) | Amanda |
| 5    | 24 Aug | Destination image | Amanda |
| 6    | 31 Aug | Destination branding and competitive positioning  
Identifying points of differentiation | Amanda |
| 7    | 7 Sep | Stakeholders and the destination marketing process  
- Identifying stakeholders  
- Evaluating the relationship between destination marketing and impacts on stakeholders  
- Stakeholder involvement  
- Balancing supply and demand – location, timing access, products, education and knowledge  
- Marketing Plan Outline Due | Deborah |
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<th>Week</th>
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<tr>
<td>8</td>
<td>14 Sep</td>
<td>Developing and implementing integrated marketing and communication strategies.</td>
<td>Guest speaker – Tourism Australia</td>
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<td>• Role of promotional strategies</td>
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<td>• Advertising</td>
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<td>• Promotional literature</td>
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<td>• Websites/ destination management systems</td>
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<td>• Role of facilitation strategies</td>
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<td>• Bus to bus Internet services</td>
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<td>• Travel workshops</td>
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<td>• Tradeshows</td>
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<td>• Familiarisation trips</td>
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<td>• Support for new products</td>
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<td>• Destination management systems</td>
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<td>• Role of facilitation strategies</td>
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<td>9</td>
<td>21 Sep</td>
<td>Implementation of Destination Marketing Strategies</td>
<td>Amanda</td>
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<td><strong>Individual Assessment Item Due</strong></td>
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<td>28 Sep</td>
<td>Mid Session Break</td>
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<td>10</td>
<td>5 Oct</td>
<td>Monitoring &amp; Evaluating</td>
<td>Amanda</td>
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<td>• Monitoring customer perceptions</td>
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<td>• Monitoring destination image</td>
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<td>• How marketing intelligence and market research can be used to evaluate and</td>
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<td>monitor the appropriateness and success of the destination marketing strategy</td>
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<td>• Scoping</td>
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<td>• Selecting indicators by which to measure progress towards sustainability</td>
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<td>12</td>
<td>19 Oct</td>
<td>Challenges and perspectives of marketing a destination during crises and disasters <strong>Marketing Plan Due (30%)</strong></td>
<td>Amanda</td>
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<td>13</td>
<td>26 Oct</td>
<td>Ethical issues and social responsibility challenges in destination marketing</td>
<td>Deborah</td>
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<td>• Using marketing to facilitate responsible consumer behaviour at the destination</td>
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<td>14</td>
<td>02 Nov</td>
<td>Course Revision</td>
<td>Amanda</td>
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